

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
ONE THOUSAND THREE HUNDRED AND EIGHTY-FIFTH MEETING
OF THE BOARD OF TRUSTEES

Columbus, Ohio, July 25, 2002

Pursuant to paragraph (B) of bylaw 3335-1-01 of the Administrative Code of The Ohio State University, the Board met upon the call of the Chairman, James F. Patterson, in a special meeting on Thursday, July 25, 2002, at 9:35 a.m., at The Ohio State University Longaberger Alumni House, Columbus, Ohio.

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July 25, 2002 meeting, Board of Trustees

The Chairman, Mr. Patterson, called a special meeting of the Board of Trustees to order on July 25, 2002, at 9:35 a.m. He requested the Secretary to call the roll.

Present: James F. Patterson, Chairman, Zuheir Sofia, Robert M. Duncan, Karen L. Hendricks, Dimon R. McFerson, Douglas G. Borrer, Joseph A. Shultz, and Paula A. Habib.

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Mr. Patterson:

Good morning everyone. I would like to call this special meeting of the Board to order. At this time, I will entertain a motion to go into executive session to consider a personnel matter.

Upon motion of Mr. Sofia, seconded by Ms. Hendricks, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Messrs. Patterson, Sofia, McFerson, Borrer, and Judge Duncan, and Ms. Hendricks.

Mr. Patterson:

The meeting of the Board of Trustees will now reconvene. We have a resolution that has been prepared for the Board -- the election of Karen A. Holbrook as Ohio State's new president. May I have a motion?

ELECTION OF PRESIDENT

Resolution No. 2003-18

Synopsis: Election of Karen A. Holbrook as President of The Ohio State University is proposed.

WHEREAS it is the responsibility of the Board of Trustees, pursuant to section 3335.09 of the Ohio Revised Code, to elect the President of the University; and

WHEREAS the Board of Trustees established a Search Committee and charged it with responsibility for recommending to the Board one or more candidates for the Presidency of the University; and

WHEREAS in accordance with its charge the Search Committee did so recommend; and

WHEREAS the Board of Trustees has selected the individual it believes is the most highly qualified and suited to be the 13th President of the University:

NOW THEREFORE

BE IT RESOLVED, That Karen A. Holbrook be elected as the President of The Ohio State University; and

BE IT FURTHER RESOLVED, That President Karen A. Holbrook's initial term of office shall be for a period of five years, commencing on October 1, 2002; and

BE IT FURTHER RESOLVED, That the President's annual salary be set at \$325,000.00, with all benefits, allowances, privileges and perquisites attendant thereto and subject to such other arrangements and adjustments which may be mutually agreed upon; and

ELECTION OF PRESIDENT (contd)

BE IT FURTHER RESOLVED, That the Chairman of the Board of Trustees be authorized to negotiate with Karen A. Holbrook to formalize her relationship with The Ohio State University and, in so doing, to enter into any contractual relationship which he deems necessary and appropriate, consistent with this resolution; and

BE IT FURTHER RESOLVED, That any actions taken by the Board of Trustees or the Chairman to carry out this resolution prior to its effective date are hereby ratified and approved.

Upon motion of Mr. Sofia, seconded by Ms. Hendricks, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Messrs. Patterson, Sofia, McFerson, Borrer, and Judge Duncan, and Ms. Hendricks.

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CHAIRMAN'S REMARKS

Mr. Patterson:

For the record, I'd like to note that Trustees Dan Slane, Tami Longaberger, and Jo Ann Davidson -- Dan is in France and Jo Ann is in Washington, and Tami will be joining us for lunch -- have asked that they be reported to all of you as supporting this resolution. On that basis, I would like the records to reflect, Mr. Secretary, that Dr. Holbrook was chosen unanimously by the Board to be president of The Ohio State University.

Ladies and gentlemen, I would like to present to you Dr. Karen Holbrook.

Let me first make a few remarks, as we go forward in the program. In addition to chairing the Board, I also had the privilege of chairing the Search Committee. Today is an historic and exciting day for Ohio State University, as well as for the people of Ohio. The decision that we made will affect education, specifically higher education, in this state for literally generations to come. It is also a very special day for me in that I get to make this introduction to you. Before doing so, however, there are several comments that I want and need to make.

Again, I would like to thank Ed Jennings for delaying his retirement to serve as our interim president. Service that, while may be briefer than he thought, will continue into early fall. In working with Ed, I have noted that he has had a tremendous amount of enthusiasm. He has gotten back into this presidency business, and he likes it.

We anticipate that our new president will arrive on or about October 1. I know that Ed, along with everyone else on campus, will help to assure a smooth transition.

As many of you will recall, the search process began in early April, just days after Brit Kirwan announced his intention to return to Maryland. Early on, the Trustees took three key actions to set the search in motion. First, we named a broadly representative, 18-member Presidential Search Committee that has worked tirelessly and effectively for almost four months. We owe these committee members our most sincere thanks for their contribution to the University's future. Would those Presidential Search Committee members who are here today please stand and be recognized?

Second, we retained an outstanding search consultant, A. T. Kearney. A. T. Kearney was led by Dr. Jan Greenwood, principal of the firm. Jan unlocked doors and made contacts, and she also worked tirelessly and effectively on our search process. Jan, will you please stand?

CHAIRMAN'S REMARKS (contd)

Mr. Patterson: (contd)

Third, we prepared a Presidential Profile that identified six key attributes we wanted in a president. These attributes were: exemplary integrity, trustworthiness, and wisdom; superb interpersonal and communicative skills; a breadth and depth of intellect; a high level of energy; tenacity and judgment; and self-confidence. We sought a president who was strongly committed to our Academic Plan and would take us to the next level of academic excellence. We wanted to build upon the momentum that has been generated over recent years, not start over by pursuing a new direction.

The Search Committee reviewed well over 100 names, narrowing the list first to about 50 names, and meeting face-to-face with more than a dozen individuals. For the most part, these candidates were presidents or provosts at major American universities. As time went by, our thinking began to crystallize and we reached certain conclusions.

For example, it became increasingly clear that Ohio State would be best served with a president whose experience was at a public university and where the culture is quite different than at our private counterparts. Eventually, the committee recommended a small number of candidates to the Board of Trustees, which as you heard voted unanimously – and I should add, enthusiastically – for our next president, Dr. Karen Holbrook.

For obvious reasons, we are not going to identify any candidate other than our new president. I must note, however, that we looked at and met with a truly exceptional and diverse group of men and women. We were very impressed by the quality of the people that we met and, given Ohio State's needs at this point in time, believe that we have found the best of the best and the perfect fit in Dr. Holbrook. Why do I say that? Why did we select her to help us, to help lead us into the future, and to help us realize our aspirations?

First and foremost is Dr. Holbrook's total, unequivocal commitment to academic excellence and the Academic Plan. More than any person that we spoke to, Dr. Holbrook conveyed a thorough understanding of our vision to become a great teaching and research university, and what it will take to achieve it. One reference told us in a way that typified the glowing reports that we received about Dr. Holbrook, "If you want someone to hire the very best faculty, she is the one that you want."

We were also impressed by her passionate – and I do mean passionate – interest in Ohio State. She strongly believes that all the pieces are in place to realize our vision and that her entire life has prepared her to achieve this result. She is a native Midwesterner eager to return to her roots and to lead us to the greatness we seek.

A second and related factor is Dr. Holbrook's broad experience at three institutions – Washington, Florida, and Georgia – that bear many similarities to Ohio State. As an instructor, assistant professor, associate professor, associate dean, and professor of biological structure and medicine at the University of Washington, as vice president of research and dean of the graduate school at the University of Florida, and for the past four years as senior vice president for academic affairs and provost at the University of Georgia, Dr. Holbrook has consistently exemplified academic excellence.

One aspect of Dr. Holbrook's background was especially important, and that is the experience with academic medical centers, medical research, and

CHAIRMAN'S REMARKS (contd)

Mr. Patterson: (contd)

biotechnology. Medicine is an important part of our University, and biotechnology is critical to the future of Ohio State and the State of Ohio.

For those who don't know, the University of Georgia was founded in 1785 and is America's oldest state-chartered university. Like Ohio State, it is a land-grant institution. Their enrollment in the fall of 2001, totaled over 32,000 and its budget is approximately \$1.3 billion. *U.S. News & World Report* ranked it 18th in its 2002 list of the 50 top public universities.

At Georgia, Dr. Holbrook has served not only as provost, but also as professor of cell biology, and adjunct professor of anatomy and cell biology and medicine at the Medical College of Georgia. Last year, she helped create the Biomedical and Health Sciences Institute. She is a national authority in the field of dermatology.

She also played a key role in developing Georgia's Strategic Plan, analogous to our Academic Plan, which among other things includes a strong commitment to diversity and ambitious diversity goals. Working with the National Institutes of Health and the National Science Foundation, she strongly supported the efforts of faculty and research leaders to successfully expand Georgia's federal research funding.

At Florida, where she served as vice president of research as well as dean of the graduate school, Dr. Holbrook organized and chaired a meeting co-sponsored by the governor's office, the university system, private enterprise, and AAAS called, "The Future of Science and Technology in Florida: High Tech Florida Means Business."

A third reason that we were attracted to Dr. Holbrook is her extraordinary set of interpersonal skills. Her marks in developing positive relationships with faculty, staff, and students are more than high -- they are stratospheric. She bonds quickly with students, who immediately sense that she is interested in them and cares about them. It is easy to understand why, since she is someone whom you'll instantly like and trust. She has a wonderful way about her that will be very effective on and off campus. In short, she is very much a "people person."

Dr. Holbrook meets or exceeds all the attributes in our Presidential Profile. She brings boundless energy along with integrity, confidence, intellect, judgment, and, as I have said, superb interpersonal and communicative skills. She is also a strong supporter of service to the community and the land-grant institution. As you heard in the resolution, her own educational training was superb, with bachelor's and master's degrees in zoology from the University of Wisconsin and a Ph.D. degree in biological structure from the University of Washington.

She has also held leadership roles and participated extensively in the activities of professional and honorary societies, including: the American Association for the Advancement of Science, where she is a fellow and member of its board of directors; the American Association of Universities; the National Association of State Universities and Land-Grant Colleges; and the American Association of Medical Colleges; to name just a few. Her editorial and publication activities are impressive, and her service on faculty senates, economic development groups, search committees, and the like are truly extraordinary.

She has been deeply involved in national and regional efforts to strengthen graduate education in America, and has been active in economic development partnerships at the community and state levels.

CHAIRMAN'S REMARKS (contd)

Mr. Patterson: (contd)

Her husband, Jim, now retired, was an oceanographer and past deputy director of the National Oceanic and Atmospheric Administration's Pacific Marine Environmental Research Laboratory in Seattle. As an aside, Jim's also a golfer and we will be taking him to see the OSU Scarlet Golf Course this afternoon. And they have one son, James.

In summary, Dr. Holbrook is a high-energy and effective proponent of academic excellence and our Academic Plan. She builds constructive relationships with students, faculty, and others. She has a broad understanding of higher education today, with special knowledge of medicine and biotechnology. Her values are first-rate, and she will be a tremendous fit at Ohio State. Under her capable leadership, Ohio's flagship will continue under its quest for greatness.

With that, I present to you the thirteenth president of The Ohio State University, Dr. Karen Holbrook.

PRESIDENT'S REMARKS

Dr. Karen A. Holbrook:

Thank you very much. Thank you, Jim, especially for those more than generous remarks. They are greatly appreciated. I also want to thank especially all of the members of the Board of Trustees and the Search Committee for having the confidence in me to join you – the deans, the vice presidents, and all the academic leaders at this great University – and to help you lead this institution in the future.

It would be very hard to be any more excited than I am right now in standing before you and representing you in this wonderful University and in this new role, but especially for this great University, today and in the future.

Many who know me have heard me say over the last nine years that I have been a Southerner that I would never again live where the ground freezes. But that was said before I knew there'd be an opportunity to be part of the great Ohio State University, one of the truly outstanding public, land-grant universities of this nation. From the earliest days, according to Moos, our land-grant universities, "... were designed to support the infant republic, help citizens, and promote economic development as well as train minds and improve manners."

I'm not sure about the manners part, but we do support a nation that is no longer an infant republic, we do help citizens, we train minds -- our primary purpose -- and support economic development. As Jim has told you, I have had the privilege of studying and working at at least three land-grant universities. This is where I feel at home. Public institutions are vibrant, exciting, and ever-changing because they have both the mission and the charge to be relevant, to serve society, and to offer solutions in an increasingly complicated and complex world.

The Ohio State University stands especially tall among land-grant research institutions because it has it all, and I do mean all. It has the people, a broad array of undergraduate and professional programs, including an outstanding medical center complex, a statewide purview of education and outreach, and an unparalleled infrastructure. Thus, clearly the ability to provide the relevance that is so needed in this complex world. But by having this breadth and expansive an enterprise – this "broad gauge" idea espoused by the first Board of Trustees at

PRESIDENT'S REMARKS (contd)

Dr. Holbrook: (contd)

The Ohio State University – Ohio State also has a major responsibility to use these resources in ways that make a difference and to leverage such resources in times of constrained budgets, to reformulate and restructure our activities with new partners, to make the most of them, and to extend them in new ways.

Universities today are no longer on the periphery of the action and the economy, but they are front and center, and looked to in ever-broadening domains for direction, collaboration, and leadership. And universities must be able to respond with agility and a new sense of urgency. We are central to the "frontier of knowledge and innovation" and key to the success of Governor Taft's "Third Frontier Project."

A theme that runs through Ohio State's literature is "we're big." Yes, it is the first impression of Ohio State from any perspective. But in my view, the statement also needs to convey our connections with reality and our constituencies, internally across all of the colleges and programs, and externally with our community, our state, the nation, and the world. We're big and we're connected.

Our challenge is to ever increase the strength and quality of those connections so that our size is invariably equated with our excellence, our leadership among institutions of higher education, and our value to the future of the state. I'm impressed that our Academic Plan recognizes that we are "bigger," but that our goal is to promote "better."

The first year report shows that we are on track. The plan has the right vision, the right elements, and a sense of purpose. It is solid and translatable, and includes a refreshing sense of candor. It is a road map for each unit to focus its activities. As we move forward, we need to identify a quantifiable set of goals for our benchmarks, and those benchmarks should aim to exceed our peers in as many areas as possible.

As president, I'll be particularly interested in the following areas: fostering multi-disciplinary programs, including and extending beyond science; emphasizing outreach via pre-collegiate programs to broaden the pipeline for students who see OSU as a goal -- those who are the best students and those who are under-served; providing focused support for a select group of programs poised for excellence; continuing to enhance the undergraduate experience in today's context of student engagement and intentional learners with innovative programs that capitalize on the richness of the research environment; emphasizing the continuity of education over a lifetime -- not education in disparate packages or separate packages, but education that is overlapping and continuous throughout a lifetime; assuring that faculty award structure is aligned with institutional goals and values; and, finally, encouraging more and more of our resources to be self-earned and self-generated.

I'm impressed with the key strategies taught in the Individual Learning and Motivation course that we offer to our incoming students: 1) search the environment; 2) take reasonable risk; 3) take responsibility for your outcomes; and 4) use feedbacks. I take this advice as being equally applicable to new presidents.

Modern university leaders face a daunting array of pressures from various sources, but I'm confident that together we will meet all challenges with the full strength of this great University. Although it's been a very serious goal of mine to lead a great university, I never dreamed I would be fortunate enough to return to

PRESIDENT'S REMARKS (contd)

Dr. Holbrook: (contd)

the Midwest and cheer for the Buckeyes as they clean Michigan's clock 121 days from today!

Thank you very much.

CHAIRMAN'S REMARKS (contd)

Mr. Patterson: (contd)

A couple of asides, one of the things that we shared with Karen in our discussions with her was -- one might call them admonishments -- the greetings at Ohio State, now turns to a simple "Go Bucks!" We also told her that we were sure that she would look great in navy or yellow, but never, ever wear them together! To assure that, we have some things for Karen and Jim.

One can see appropriately enough that we have a Longaberger basket for Dr. Holbrook. Some of the gifts in the basket are for Jim, although some of the gifts in red are for Karen. We have a whole basket full of gifts. Here is a treasure that we would all like -- an autographed football. It reads, "To Dr. Karen Holbrook, 'Welcome to Ohio State and Best Wishes, Go Bucks!' -- Jim Tressel."

Dr. Holbrook:

Thank you.

Mr. Patterson:

Jim may like that. One other special thing for you is a memento that you can sit on your desk -- an Ohio State snow globe music box. We have one other thing for Karen. Karen's mother lives with her, so we have another bag for her mother.

Dr. Holbrook:

Oh, bless your heart. Thank you, she'll love it.

Mr. Patterson:

Thank you all for being a part of this very special and important historic day in Ohio State's history. Karen will be available in the Mount Leadership room in a few minutes to talk with the media. Thank you, again, for being here and being a part of today.

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Thereupon the Board adjourned to meet Friday, September 6, 2002, at The Ohio State University College of Veterinary Medicine, Columbus, Ohio.

Attest:

William J. Napier
Secretary

James F. Patterson
Chairman